

# The European Forum on Intermodal Passenger Travel

## LINK

*Summary version*

December 21, 2005

Co-ordination Action

Part. No.	Participant organisation name	Short name
1 (co-ordinator)	Institut für Landes- und Stadtentwicklungsforschung und Bauwesen des Landes Nordrhein-Westfalen	ILS NRW
2	Babtie spol. s.r.o. (Part of the Jacobs Engineering group)	Babtie spol.
3	Equipo de Técnicos en Transporte y Territorio S.A.	ETT SA
4	Mobiel 21 vzw	M21
5	RUPPRECHT CONSULT Forschung und Beratung GmbH	RC
6	SenterNovem	SenterNovem
7	VTI	VTI
8	CEDEX - Centro de Estudios y Experimentación de Obras Públicas	CEDEX
9	FGM Forschungsgesellschaft Mobilität (Austrian Mobility Research)	FGM-AMOR
10	Intercollege Lanarca	Intercollege
11	POLIS - European Cities and Regions Networking for New Transport Solutions	POLIS
12	RATP - Rege Autonome des Transport Parisiens	RATP
13	synergo Mobilität Politik Raum	synergo
14	Transman Consulting for Transport System Management Ltd.	TRANSMAN
15	URTP - Uniunea Romana de Transport Public	URTP
16	Stowarzyszenie Zielone Mazowsze - Association Green Mazovia	Zielone Mazowsze
17	URBA 2000	URBA

### Co-ordinator:

Dr. Herbert Kemming (ILS NRW)  
Email: [herbert.kemming@ils.nrw.de](mailto:herbert.kemming@ils.nrw.de)  
Tel.: +49 231 90 51 270  
Fax: +49 231 90 51 280

---

**LINK – The European Forum on Intermodal Passenger Travel**

---

**<< Summary version >>****Table of Contents**

Proposal Summary (EN) .....	i
Zusammenfassung des Antrags (DE) .....	ii
Résumé de l'offre (FR) .....	iii
<b>1 Scientific and Technological Objectives / State of the Art .....</b>	<b>1</b>
<b>2 The Consortium and Project Resources.....</b>	<b>5</b>
<b>3 Work Plan .....</b>	<b>12</b>
3.1 Introduction .....	12
3.2 Work Planning .....	14
 <b>ANNEX Letters of Intent of Stakeholders .....</b>	 <b>20</b>

---

## Proposal Summary (EN)

### LINK – The European Forum on Intermodal Passenger Travel

---

LINK is submitted in the Call FP6-2005-TREN-4 for the

<b>Thematic priority 1.6</b>	Sustainable development, global change and eco-systems
<b>Sub-priority 1.6.2</b>	Sustainable Surface Transport
<b>Objective 3</b>	Re-balancing and integrating different transport modes
<b>Topic</b>	EU co-ordination and promotion forum on intermodal passenger travel

---

A better integration of transport modes contributes to a more efficient transport system. The current status in Europe is heterogeneous – to travel across Europe on a single ticket and door-to-door information is a splendid vision. To align co-operation with competition is the challenge.

The 2004 Commission passenger intermodality study, carried out by partners of this proposal, has proposed a forum to bring together the stakeholders to overcome market and policy fragmentation.

The objectives of the LINK forum are to foster the integration of passenger intermodality policies and facilitate co-operation for intermodal solutions. Exchange, knowledge transfer and promotion are the three tasks to be tackled:

- A. Passenger Intermodality Network:** Five work groups – door-to-door information/ticketing, intermodal networks/interchanges, integration of long-distance transport and “last urban mile”, planning/implementation, context conditions – will bring together administrators, operators, researchers and users. Two LINK conferences and over 25 national workshops will offer a unique meeting place. Three rounds of consultations will give input.
- B. Knowledge & Promotion Centre:** Structuring and monitoring of research is a key for better understanding as well as dissemination, including a best practice database and virtual library.
- C. Policy Support and Strategy:** To develop the LINK forum into a self-sustained organisation needs policy support. LINK can demonstrate substantial support with over 30 letters of intent for co-operation. Final product will be a forum development strategy to provide continuity.

LINK is organised by 17 experienced and modally impartial partners from 13 countries (including a European city network). The neutral composition of the consortium guarantees that the forum will not be biased by strong interest groups. The necessary representation of different modes and stakeholders will be ensured through a balanced involvement in the network and consultations.

## Zusammenfassung des Antrags (DE)

### LINK – The European Forum on Intermodal Passenger Travel

---

Eine bessere Verknüpfung der Verkehrsmittel leistet einen Beitrag zu einem effizienteren Verkehrssystem. Der gegenwärtige Stand der Intermodalität im Personenverkehr in Europa ist heterogen: Reisen durch Europa auf einem Ticket und mit Tür-zu-Tür-Informationen ist eine wunderbare Vision. Die dazu notwendige Kooperation mit einem sich verstärkenden Wettbewerb zu vereinbaren ist die Herausforderung.

Die 2004 von der Europäischen Kommission beauftragte Studie zum intermodalen Personenverkehr in Europa, die von Partnern dieses Antrags durchgeführt wurde, hat ein Kooperationsforum vorgeschlagen, um die relevanten Akteure zusammenzubringen, um der Zersplitterung des Marktes und der Politik zu begegnen.

Das LINK Forum verfolgt die Ziele, die Integration von Strategien zum intermodalen Personenverkehr voran zu bringen und die Kooperation für intermodale Lösungen zu befördern. Austausch, Wissenstransfer und Unterstützung sind die drei wesentlichen Aufgaben:

- A. Netzwerk für Intermodalität im Personenverkehr:** Fünf Arbeitsgruppen – Tür-zu-Tür-Informationen/Ticketing, intermodale Verkehrsnetze/Umsteigepunkte, Integration des Fernverkehrs und der „letzten städtischen Meile“, Planung und Umsetzung, Rahmenbedingungen – bringen Akteure aus Verwaltungen, Verkehrsunternehmen und Wissenschaft sowie Nutzer/innen zusammen. Zwei LINK Konferenzen und mehr als 25 nationale Workshops bieten einen einzigartigen Treffpunkt. Drei Konsultationsrunden geben weiteren Input.
- B. Transferstelle:** In der Strukturierung und Beobachtung der Forschung und Entwicklung liegt ein Schlüssel für ein besseres Verständnis. Aufgabe ist auch die Verbreitung des Wissens, z.B. über eine Datenbank mit guten Praxisbeispielen und eine virtuelle Bibliothek.
- C. Strategie & Unterstützung:** Um das LINK Forum zu einer selbstständigen Organisation zu entwickeln, ist eine breite Unterstützung notwendig. LINK kann bereits beachtliche Unterstützung nachweisen mit mehr als 30 Unterstützungsschreibern. Eine Strategie zur Weiterentwicklung des Forums wird zum Abschluss entwickelt, um Kontinuität zu gewährleisten.

LINK wird von 17 erfahrenen und unabhängigen Partnern aus 13 Ländern (inklusive eines europäischen Städtenetzwerks) organisiert. Die neutrale Zusammensetzung des Konsortiums garantiert, dass das Forum nicht durch starke Interessengruppen beeinflusst wird. Die notwendige Vertretung der verschiedenen Verkehrsmittel und Akteure wird durch eine ausgewogene Beteiligung im Netzwerk und bei den Konsultationen sichergestellt.

## Résumé de l'offre (FR)

### LINK – The European Forum on Intermodal Passenger Travel

---

Une meilleure intégration des modes de transport offre des trajets minimisant les discontinuités, un plus grand choix de possibilités, et contribue à un système de transport globalement plus efficace. La situation actuelle en Europe est hétérogène – voyager à travers l'Europe avec un billet unique en bénéficiant d'une information continue de porte à porte est encore une vision idéaliste.

L'étude de 2004 «Vers une intermodalité du transport des passagers dans l'UE», réalisé par plusieurs partenaires de cette proposition, a montré les potentialités de l'intermodalité et proposé la constitution d'un forum afin d'amener les parties prenantes à surmonter la fragmentation du marché et des politiques.

Les objectifs stratégiques du forum LINK sont de stimuler l'intégration des politiques d'intermodalité pour les transports de voyageurs, et de faciliter les coopérations entre solutions d'intermodalité. Le projet s'attaquera à trois tâches principales – échanges, transfert de connaissances et promotion :

- A. Réseau d'intermodalité des transports de voyageurs :** le cœur du projet LINK rassemblera responsables de collectivités, opérateurs, chercheurs et utilisateurs en 5 groupes de travail : système tarifaire/information porte à porte, réseaux et pôles d'échanges intermodaux, intégration du voyage longue distance et du « dernier kilomètre en milieu urbain », planification et mise en œuvre, environnement institutionnel. Deux conférences LINK et plus de 25 ateliers et séminaires nationaux offriront des opportunités de rencontres uniques. Le matériau de travail sera fourni par trois phases de consultations.
- B. Centre de connaissance et de promotion :** La structuration et le pilotage de la recherche sont un élément-clé aussi bien pour la recherche que pour la diffusion des résultats, comprenant une base de données des meilleures pratiques et une bibliothèque virtuelle.
- C. Soutien aux politiques et stratégie:** Pour faire du forum LINK une organisation qui fonctionne de manière durable et active, le soutien aux politiques doit être mis en place dès le début. La proposition LINK s'appuie sur un soutien substantiel comme en attestent plus de 30 lettres de soutien déjà reçues. Un forum consacré aux stratégies de développement sera organisé à mi-parcours pour assurer la nécessaire continuité.

LINK est constitué de 17 partenaires expérimentés représentant 13 pays, et un réseau européen qui veillera à l'objectivité et à l'impartialité du projet. La composition équilibrée du consortium garantit que le forum ne sera pas influencé par des groupes d'intérêt puissants. La représentation nécessaire des différents modes de transport et parties prenantes sera assurée par une mise à contribution équilibrée dans le réseau, et à travers des consultations.

# 1 Scientific and Technological Objectives / State of the Art

## The concept of passenger intermodality

An enhanced intermodality in passenger transport is a key to a more efficient and integrated transport system which improves ease of travelling while at the same time minimising environmental impact across Europe. The current trends of growing long-distance traffic by road and air and stagnating rail and local public transport lead to an unsustainable imbalance. Intermodality – the combination of different transport modes on a single journey – is **a challenge, a principle and a vision**:

- The combination of modes always entails the need for interchange. From a user perspective the main challenge is to achieve a smooth door-to-door journey.
- Intermodality is more than just a technical term for the linkage between modes. It is a policy and planning principle that aims to provide passengers in a combined trip chain with a seamless journey.
- To travel across Europe on a single ticket and receive information and services out of one hand, although a number of operators and transport services might be involved, is the vision. Long-distance, regional and local transport will be integrated. A long-distance journey and its first and last urban mile are fully aligned.

An intermodality approach contributes to the following **objectives**:

- A better integration of modes in door-to-door transport chains contributes to a re-balancing of modes based on the inherent strengths of each mode.
- An integrated, intermodal transport system is a more efficient transport system which makes better use of the existing transport infrastructures and decreases capacity problems and congestion.
- Seamless door-to-door journeys increase the comfort of travelling for the user, both for private and business trips. The improved freedom of movement contributes to a better cohesion of the European Union.
- Integrated travel chains offer more options to the traveller and influence passengers' choice.
- Integrated and high quality services improve the competitiveness of the transport industry, especially the public transport sector when linked to other modes.

The **product of “passenger intermodality”** consists of the following integral elements: inter-connected and interoperable networks and interchanges, door-to-door information, integrated tariffs and ticketing and baggage handling. These services need further marketing.

In a narrow definition the integration within the public transport sector would not be considered to be intermodal. For this proposal the concept of intermodality is a wider one, including the interoperability of the railways and the integration of local public transport with long-distance rail. With regard to the lower external costs the rail mode should receive special attention in any intermodal policy. This includes combinations of air and rail, rail and urban public transport, cycling and walking as well as car access to public transport.

## Objectives of the LINK forum

An improved integration clearly needs co-operation, especially in transport markets with growing competition. For intermodal passenger transport there are no institutional structures at European level. The situation is heterogeneous at a national and regional level. The implementation and practise is fragmented: from highlights such as AIRail services or integrated mobility pack-

ages to regions where several tickets are needed for a simple bus journey (cf. state-of-the-art below).

An integration of modes and operators needs a co-operation of many different stakeholders and a fine-tuning of policies, which is not an easy task. Increasing competition among operators, an institutional fragmentation, a currently small market share for intermodal options and insufficient knowledge about the market potential are among the challenges.

A co-ordination action such as the proposed forum can be a first step to start the networking process but needs realistic expectations. In the long run this forum can develop into a self-standing and active organisation to promote intermodality in passenger travel and works for common standards and institutional and legal changes. Thus it will become a driving force for new concepts.

The **strategic objectives** of the LINK forum are:

- to support a more favourable environment for intermodal passenger travel across Europe
- to foster the integration of intermodality policies for passenger travel
- to facilitate co-operation to implement intermodal solutions
- to overcome the fragmentation of the current transport market

To achieve these objectives three main tasks must be tackled:

1. **exchange**: to build up a European network for intermodal passenger transport to exchange experience and work on better (trans-national) solutions
2. **transfer**: to set up a knowledge centre for intermodal passenger transport which structures research, defines research questions, formulates policy recommendations and disseminates information
3. **promotion**: to promote passenger intermodality across Europe, mobilise political support, activate stakeholders and eventually develop a long term perspective for the forum as an active organisation

The LINK forum for intermodal passenger travel will become a communication node between authorities, associations, operators, user groups at different levels. It serves as a focal point of a European network for passenger intermodality and fills a current gap. Its impact on the European transport sector will depend on its ability to tie in the most important stakeholders and the link to other support actions, e.g. the possibility to advance (European and national) support programmes for passenger intermodality. It is essential to co-ordinate existing initiatives, practices and research on passenger intermodality. The recent study “Towards Passenger Intermodality in the EU”<sup>1</sup> commissioned by DG TREN provides a good starting point.

### State of the art

The above mentioned study was elaborated for DG TREN by core partners of this proposal. The study gives a good overview on the current state-of-the-art in passenger intermodality across Europe.

Trips over long distances (> 100 km) only have a small market share of 1-2 % of total trips but account for about 20 % of person-km. They are of significance due to their economic importance, their high ecological impact and their above average growth rate. The traffic forecast of

<sup>1</sup> ILS NRW, Babbie, Langzaam Verkeer, ETT (2004): „Towards Passenger Intermodality in the EU“. Study for DG TREN. All three reports available online under [http://europa.eu.int/comm/transport/intermodality/passenger/studies\\_en.htm](http://europa.eu.int/comm/transport/intermodality/passenger/studies_en.htm)

the TEN-STAC study suggests an average growth in inter-regional passenger transport from 2000-2020 of 28 % in the current member states and 74 % in the new member states. Air travel is particularly expected to grow with 88 % and 133 % respectively. There is a strong asymmetry both in mobility rates and in travelling intensity. In Germany, for example, the INVERMO project finds that only 10 % of the persons account for nearly half of all long-distance trips. In general the data availability for specific intermodal issues is rather weak.

Other relevant barriers to passenger intermodality include a lack of:

- lobby support for intermodality (compared to single modes)
- lack of data and statistics on the extent and benefits of intermodality
- co-operation in a difficult multi-stakeholder and/or competitive environment
- institutional structures to support intermodal development
- provision for user needs at interchanges
- network level planning of interchanges
- standardisation of data structures, technology and interaction with the user
- successful “business” and private-public partnership models for delivery of intermodal information systems and other intermodal products

On a European level intermodality evolved into a major policy objective during the 1990's. In the implementation and follow-up of the Transport Policy White Paper (COM(2001)0370), DG TREN has put a priority on activities in the freight sector (e.g. the MARCO POLO programme). In the intermodal passenger sector the focus has been on research with a number of projects in the Framework Programmes both on a strategic and operational level (e.g. EUROSIL, MINIMISE, TENASSESS, INTRAMUROS, INTERCEPT, SORT-IT, STEMM, GUIDE, MIMIC, PIRATE, EMOLITE, HSR-COMET, SWITCH). Intermodality and the integration of modes is furthermore a topic included in many more European initiatives and research projects, e.g. in the NICHES co-ordination action on innovation in transport. Also, various international associations work for improved intermodality, e.g. UITP, ATAG or UIC. Standardisation is an important activity. CEN has several technical committees that work on intermodal issues, e.g. TC 224 (Machine readable cards and devices), TC 278 (Road transport and traffic telematics), TC 320 (Transportation logistics and services) and working group CEN/BT/WG 141 “Intermodal and interoperable transport – Telematics”.

By no small measure of thanks to the above projects and committees, the potential technology base and also the user needs assessment are in fact quite well advanced.

On a national level, however, there are strong regional disparities regarding the development of passenger intermodality. Intermodality has not been a focus until recently and some countries are in a phase of improving infrastructure with an understandable but perhaps misguided uni-modal focus. Intermodality is generally mentioned in policy documents but implementation continues to be lacking in many areas. Knowledge on the market for intermodality for long distance travel is rather poor and there is not much information available on the possible impacts of intermodal products and services through cost-benefit analyses or impact assessment studies.<sup>2</sup>

It is necessary therefore to concentrate on helping set up the framework conditions and implement the ideas in the field. In fact a number of implementation gaps are highlighted in the EU passenger intermodality study regarding services and infrastructure, including, for example,

---

<sup>2</sup> Therefore a strong link between the forum and the parallel project on the “Knowledge Base for Intermodal Passenger Travel” (Call 4A) is essential.

integrated information systems (national/international, multimodal, real-time, disruptions) or user-friendly interchanges (security, accessibility, short transfers, intermodal management of disruptions etc.).

Co-operation is essential for the optimal development of long distance passenger transport, especially as many stakeholders are involved. At this moment there are few institutional structures for the co-ordination of long-distance intermodality, which is consequently a barrier to measures such as the development of a platform for data exchange between stakeholders or an integrated timetable and ticketing system. Although co-operation between competing companies seems difficult to achieve, it is unanimously considered a prerequisite to a fully integrated transport network. Co-operation and competition is possible in certain market environments if a win-win situation can be created and a regulatory framework gives incentives for co-operation.

One of the key issues is cross-border travel. The lack of interoperability and co-operation across the border is a major barrier in Europe, even in countries with otherwise strong internal public transport networks.

As a result of the above gaps in knowledge and framework conditions there are currently few intermodal products and services that are highly integrated. The best examples of intermodality are to be found in urban regions, at national and regional airports and at some railway stations. The technology to provide a high-quality passenger information, ticketing and booking/payment systems is available. However this opportunity can be a barrier because of different technical standards. A group of forerunner countries has demonstrated that organisational issues can be solved to implement such systems. Within Europe the current state of passenger information systems is very heterogeneous. The integration of timetables in particular requires greater co-operation and co-ordination between transport operators. In most European countries data sharing is a difficult and sometimes sensitive topic. There are only a few countries where a legal framework requires all operators to deliver their timetable and fare data to a central database or to make it accessible through a network that is used to provide integrated information. New technologies like smart cards, GSM technology, internet applications give important opportunities on several fields of intermodality (e.g. ticketing and information), but the diffusion of standards is necessary to achieve a high level of usability.

## 2 The Consortium and Project Resources

### Approach to the Task, Philosophy

It is clear that a European forum which shall substantially increase policy awareness for intermodality in passenger travel and aims for a real impact on the offer and conditions of intermodal transport services needs a wide stakeholder involvement and support. But the involvement and work within the forum and the organisation and management of such a forum need to be considered separately.

The LINK approach stands for professional organisation of the co-ordination action and its activities by **experienced partners** with a research and consultant background but **modal impartiality**. The necessary representation of the different modes and the various stakeholder groups from administrations, operators, user groups, associations etc. will be ensured through a balanced involvement in the network activities and through consultations. The neutral composition of the consortium guarantees that the forum will not be biased by strong interest groups in whatever direction but open for broad engagement. Thus, the foundations will be built for the continuation of a policy beneficial for a self-sufficient forum at the end of the project.

The LINK consortium is centred on a core group of experienced researchers and consultants and expands as a wide network itself across Europe. The decentralised approach with national focal points ensures that partners are “on location” to directly link to the stakeholders and utilise their local and national contact networks and it accounts for cultural differences.

### Overview of the Consortium

In order to fully meet the tasks of this co-ordination action and bring together a high-quality consortium the following **principles** have been taken into account when the LINK consortium was formed:

1. **considerable experience**, both with the topic of passenger intermodality and the tasks of knowledge transfer and networking
2. a wide **regional distribution**, including participation of new member states and acceding countries
3. **policy support** for intermodality
4. **complementary expertise** among the partners

The following table gives an overview on the consortium, the responsibilities of each partner within the LINK forum and their specific skills suited to the tasks. The table shows that the necessary criteria are fully met. For more details on the partners, their key personnel involved and their references please refer to Annex I and II.

	No	Organisation	Role in LINK	Skills and Experiences with regard to LINK
Co-ordinator	1	ILS NRW (DE) <i>public research institute</i>	Co-ordinator National Focal Point Germany Working Group Co-ordinator	<ul style="list-style-type: none"> <li>• management and co-ordination of research projects</li> <li>• co-ordinator of study “Towards Passenger Intermodality in the EU” (2004)</li> <li>• experience with knowledge transfer and dissemination</li> <li>• policy support (portfolio of the State Ministry for Building and Transport NRW)</li> </ul>

	No	Organisation	Role in LINK	Skills and Experiences with regard to LINK
Core Partners	2	Babtie spol. (CZ) <i>consultant</i>	Leader WP C.2  National Focal Point Czech Republic and UK  Working Group Co-ordinator	<ul style="list-style-type: none"> <li>management and co-ordination of research projects</li> <li>partner on study "Towards Passenger Intermodality in the EU" (2004)</li> <li>active in sustainable transport planning in Czech Republic and UK with strong contact base and partner offices in CZ, UK and Ireland</li> <li>specialist in ITS and traveller information systems</li> </ul>
	3	ETT (ES) <i>consultant</i>	Leader WP A.1, A.4	<ul style="list-style-type: none"> <li>management and co-ordination of EU and national research projects</li> <li>partner on study "Towards Passenger Intermodality in the EU" (2004)</li> <li>experience with mobility and intermodality research projects, dissemination issues and network building activities for public administration at national level</li> </ul>
	4	Mobiel 21 (BE) <i>consultant</i>	Leader WP B.2  National Focal Point Belgium	<ul style="list-style-type: none"> <li>management, co-ordination, research and dissemination in several national and European projects.</li> <li>partner on study "Towards Passenger Intermodality in the EU" (2004)</li> <li>founding member of the European Platform on Mobility Management (EPOMM)</li> <li>co-ordinator and partner in quality management projects (BYPAD, MOST, TAPESTRY)</li> </ul>
	5	Rupprecht Consult (DE) <i>consultant</i>	Leader WP A.2, A.3  Working Group Co-ordinator	<ul style="list-style-type: none"> <li>management and co-ordination of large transport related EU projects (research and demonstration)</li> <li>extensive European network of stakeholders related to passenger intermodality</li> <li>leading and moderating expert groups</li> <li>producing good practice studies and practical handbooks</li> </ul>
	6	SenterNovem (NL) <i>public policy agency</i>	Leader WP C.1  National Focal Point Netherlands	<ul style="list-style-type: none"> <li>strong involvement in EU-research projects (WP-leaderships)</li> <li>management of the national Dutch mobility management programme since 1999</li> <li>core business of networking, stimulating, knowledge transfer and dissemination</li> </ul>
	7	VTI (SE) <i>public research institute</i>	Leader WP B.1  National Focal Point Sweden	<ul style="list-style-type: none"> <li>applied research in the fields of infrastructure, traffic and transport</li> <li>public Transport and its links to urban planning, retail patterns and mobility development</li> <li>TramTrain developments as a means to improve sustainable regional transport</li> <li>National Documentation Centre for Road and Transport Research</li> </ul>
Partners	8	CEDEX (ES) <i>public research institute</i>	National Focal Point Spain	<ul style="list-style-type: none"> <li>management and co-ordination of research projects</li> <li>experience with knowledge transfer and dissemination</li> <li>technical support to the Spanish Ministries for Transport and Environment</li> <li>involved in the development of the Spanish National Transport Plan</li> </ul>

	No	Organisation	Role in LINK	Skills and Experiences with regard to LINK
Partners	9	FGM-AMOR (AT) <i>consultant</i>	National Focal Point Austria Dissemination: Technical Support and Design	<ul style="list-style-type: none"> <li>experience with knowledge transfer and dissemination (co-ordinator of EU-projects PORTAL, COMPETENCE, responsible for dissemination activities of &gt; 50 European projects within the last 5 years)</li> <li>experience with networking (leader of “Communication, motivation and involvement management” in CIVITAS GUARD, co-ordinator of large EU-projects, actively involved in networks: EPOMM, Extr@web, and BYPAD)</li> <li>leading role in several national projects dealing with passenger intermodality and intermodal passenger information</li> </ul>
	10	Intercollege (CY) <i>university</i>	National Focal Point Cyprus	<ul style="list-style-type: none"> <li>largest academic institution in Cyprus (over 5000 students)</li> <li>consulting activities for various government institutions</li> <li>research activities in various national and international projects</li> <li>experienced in knowledge transfer on a national and international level</li> </ul>
	11	POLIS <i>city network</i>	City Network Focal Point Working Group Co-ordinator	<ul style="list-style-type: none"> <li>networking activities with and for European local and regional authorities</li> <li>coordination of and involvement in European projects related to urban transport</li> <li>ample experience in dissemination and communication activities towards local and regional authorities, including brochures, publications, workshops, seminars, conferences</li> <li>lobbying and policy activities on behalf of city members towards European Institutions</li> </ul>
	12	RATP (FR) <i>public transport operator</i>	Technical Expert Working Group Co-ordinator	<ul style="list-style-type: none"> <li>multimodal public transport operator</li> <li>market analysis in public transport passenger behaviour</li> <li>management of facilities in multimodal transport hubs</li> <li>design and operation of real time passenger information</li> </ul>
	13	synergo (CH) <i>consultant</i>	National Focal Point Switzerland, Italy	<ul style="list-style-type: none"> <li>coordinator of study “Quality standards for intermodal interchanges” (Swiss Federal Roads Authority)</li> <li>co-ordination and management of research projects on behalf of Swiss National Science Foundation</li> <li>experience and knowledge in transport policy, transport planning and mobility management on European and National Level (Ministries, Cantons, Regions and cities)</li> <li>experience in workshop organisation and moderation as Political Network Management</li> </ul>
	14	Transman (HU) <i>consultant</i>	National Focal Point Hungary	<ul style="list-style-type: none"> <li>transport demand analysis and management</li> <li>contacts with international organisations and projects as the PHARE, UITP, EBRD, EIB and the World Bank</li> <li>involved in EU research projects: EUROSIL, QUATTRO, APRICOT, EUROPRICE, CARISMA, FISCUS, MARETOPE, RAILSERV, ALSO DANUBE, EXTRA, TRANS-TALK, IASON, PRECO, TEN-INVEST etc.</li> </ul>

	No	Organisation	Role in LINK	Skills and Experiences with regard to LINK
Partners	15	URTP (RO) <i>public transport association</i>	National Focal Point Romania	<ul style="list-style-type: none"> <li>previous experience with managing and dissemination activities in 5th FP (Priscilla and Tapestry projects) and 6th FP (PILOT Project)</li> <li>partner in the study “Towards Passenger Intermodality in the EU” 2004) only for the stage of national inventories</li> <li>policy support for the Ministry of Administration and the Ministry of Transportations, as governmental institutions coordinating transport system in Romania, including local authorities subordinated to these ministries</li> </ul>
	16	Zielone Mazowsze (PL) <i>environmental NGO</i>	National Focal Point Poland	<ul style="list-style-type: none"> <li>co-ordination of railway passenger transport in the Opole region, which results in broad knowledge about railway matters in Poland</li> <li>lobbying for intermodality in the Warsaw agglomeration</li> <li>issue of countrywide bulletin Zielone Światło about good practices in public transport addressed to local administration, parliament representatives, transport companies and governmental administration</li> <li>realisation of projects with international partners from Denmark, Germany, the Netherlands</li> </ul>
	17	URBA 2000 (FR) <i>consultant</i>	National Focal Point France	<ul style="list-style-type: none"> <li>co-ordinator of PREDIM research platform focusing on the deployment of intermodal information services at French level</li> <li>responsible of the General Secretariat of IM-PACTS Europe, Association of Metropolitan Cities sharing experiences in the domain of sustainable mobility and the use of ITS</li> <li>European Research: FREDERIC, FIDEUS</li> <li>management activities: Coordinator of the Card Issuing Working Group, Digital Tachograph</li> </ul>

LINK – Consortium overview

1. The consortium assembles **experience** with the issues of passenger intermodality and integrated transport systems from different perspectives. The core group of partners (ILS NRW, Babbie, ETT, Mobiel 21 [former Langzaam Verkeer]) have carried out the study “Towards Passenger Intermodality in the EU” for DG TREN (2004), which analysed the key issues and the current status in 28 European countries (and Japan) and forms a good basis for the forum. Knowledge is not only academic: SenterNovem, for example, manages the Dutch government programme for seamless mobility. URBA 2000 is the co-ordinator of the French PREDIM platform on intermodal information services. Other partners, e.g. Rupprecht Consult, FGM-AMOR and Mobiel 21 have long-standing experience with European co-ordination actions and large projects on knowledge transfer (e.g. BYPAD, EPOMM, PORTAL, PARAMOUNT). Annex I gives more references to the experience of the partners both with the topic passenger intermodality and knowledge transfer/networking.
2. The **regional composition** of the consortium is well-balanced. The 17 partners represent 13 countries with all larger European regions included. The number of partners is a fair trade-off between a wide regional representation and a workable consortium size. The considerable number of national focal points (see below) is a strength of the LINK approach. It is also considered to be a benefit that the consortium is driven by partners from countries which have developed policies and practise in passenger intermodality, i.e. the Benelux, Germany, Scandinavia and Spain. This will enable the forum to generate stronger policy support and to work from a solid background of knowledge. A high involvement of the new

member states and the acceding countries in the forum is a priority and partners from the Czech Republic, Cyprus, Hungary, Poland and Romania account for this goal.

3. Sufficient **policy support** is essential for the success of the forum and also its continuity. The consortium is accounting for this in several ways. Four of the partners (ILS NRW, SenterNovem, VTI, CEDEX) are working with the topic of intermodality as part of their national or regional government and have close relations to ministries and administration. The involvement of POLIS – the key transport-related European city network – underlines the importance to include the aspect of the first and last urban mile in seamless door-to-door journeys and to work for more policy support among the larger cities. Another element is the inclusion of committed stakeholders in the forum. Almost 40 Letters of Intent document early support from a range of important stakeholders and also the ability of the consortium to mobilise this support. This includes ministries (e.g. the Transports Ministries of France, Austria and North Rhine-Westphalia), local authorities (e.g. Bremen, Larnaca, Gdansk, Zurich), Associations (e.g. ATAG-Air Transport Action Group, Cities for Cyclists), research institutions (CERTU, U of Karlsruhe, U of Bukarest) and transport and infrastructure operators (e.g. Deutsche Bahn, HTM The Hague, De Lijn, STCP Porto, Fraport and unique Airport Zurich). The generation of policy support will be an on-going task within the LINK forum.
4. The **complementarities** between the partners add value to such a concerted action. Although most partners have a research and consultant background, the variety is substantial. The public institutes carry out work for different ministries: transport, economic affairs, industry, planning, environment. There are partners with experience in operating public transport services with various modes involved (RATP, URT). There is a city network in the consortium (POLIS), a university (Intercollege) and also a small NGO with an environmental and user perspective. The consultants bring practised and much needed organisational, facilitation and communication skills and have different technical specialties: transport planning and engineering, sustainable transport, transport economics, mobility management, monitoring & evaluation, communication & dissemination etc. Last but not least the partners come from different cultural backgrounds in terms of mobility behaviour and user needs.

### Roles and functions within LINK

To structure the work in the consortium different roles have been defined which has implications on the level of involvement and the allocation of resources.

- The **core group** is formed by seven partners: ILS NRW, Bابتie spol., ETT, Mobiel 21, Rupprecht Consult, SenterNovem, VTI. Their role is the joint organisation and management of the forum (management committee) and the leadership in the different work packages. They carry out a large extent of the planned co-ordination activities. Most of them also work as national focal points for their country (see below). The **co-ordinator**, ILS NRW, has a specific role as technical forum manager and administrative co-ordinator.
- Most of the other partners have a clear role as **national focal points**. They will identify stakeholders, promote intermodality in their country (or region) and organise one or two national events (small conferences, workshops, seminars) each. Also, they will contribute good national practises to the knowledge centre and carry out dissemination activities.

National Focal Points			
Austria:	FGM-AMOR	Netherlands:	SenterNovem
Belgium:	Mobiel 21	Poland:	Zielone Mazowsze
Cyprus:	Intercollege	Romania:	URTP
Czech Republic:	Babtie spol.	Spain:	CEDEX
France:	URBA 2000	Sweden:	VTI
Germany:	ILS NRW	Switzerland, Italy:	synergo
Hungary:	Transman	UK:	Babtie spol. with support by Jacobs-Babtie UK, Ankerbold International and Austin Analytics (sub-contract)

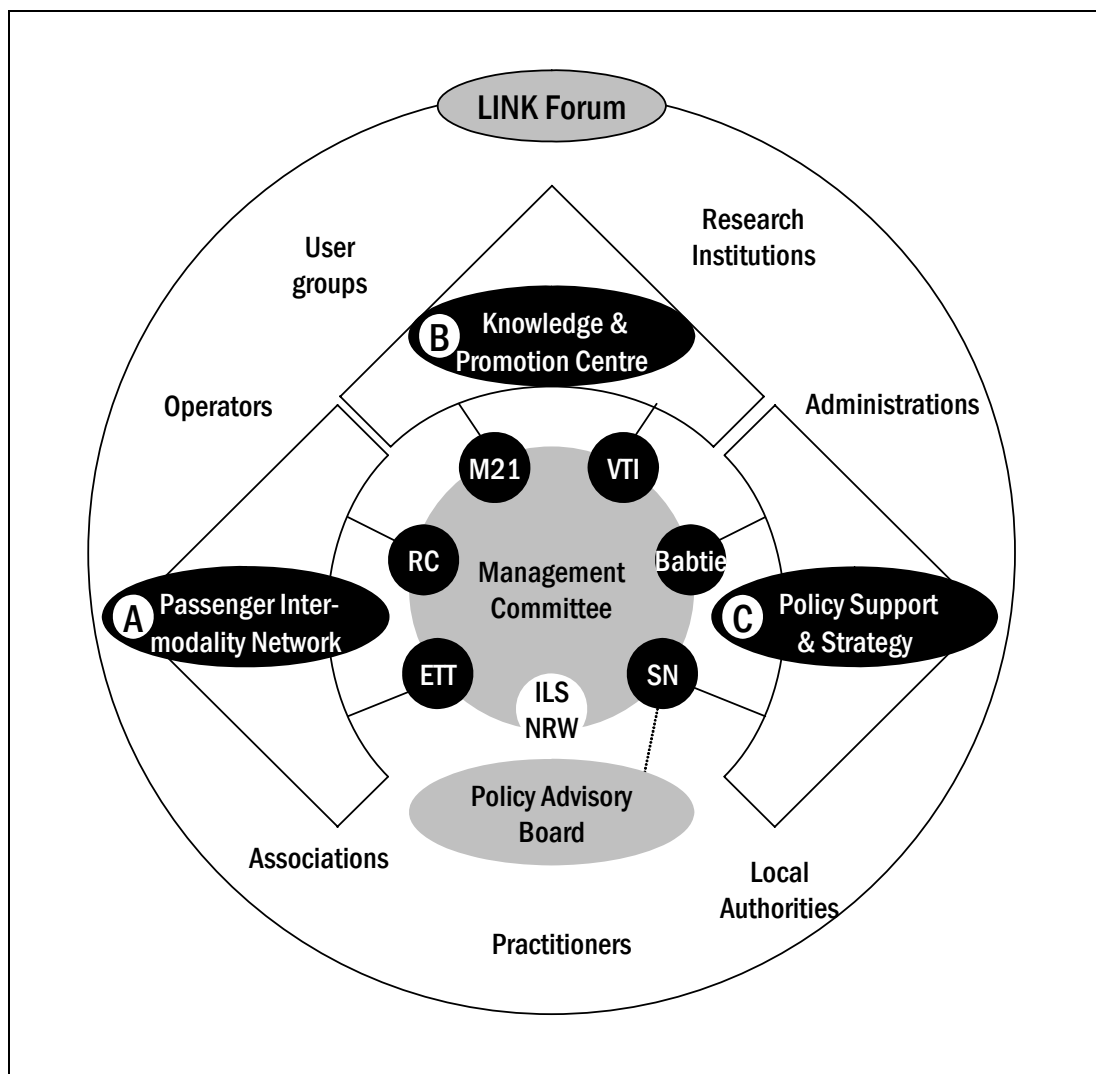
LINK – National Focal Points

Some of the national focal points will invite participants from neighbouring countries which do not have an own focal point, e.g. Denmark to Sweden, Slovakia to the Czech Republic, Portugal to Spain. For a full coverage of Europe, effort will be taken to specifically include stakeholders from the remaining countries in the other LINK activities, e. g. working groups, consultations.

- Specific partners, such as RATP, are included in the consortium as **technical experts**. They will contribute knowledge and experience to the working groups. POLIS is a specific case since their main task will be to include the needs of the urban level, to strengthen policy support for intermodality and to disseminate the LINK work among the European cities.
- A main objective is to build a large network and therefore it is necessary to involve different **stakeholders** with an interest and/or activities in intermodal issues. It will be essential to achieve a balance regarding the mix of stakeholders: national/regional/local administrations, operators (of all modes), associations and networks, industry, researchers and user representatives. But also, the mix of modes and the regional spread are important criteria. It is not possible to include all stakeholders to cover this scope as partners of the consortium. In order to give an incentive for participation in the LINK activities, a travel cost reimbursement for the participants of the LINK working groups is foreseen.

### Project Resources

The project resources of **209.5 person months** have been carefully planned and are allocated to the partners and work packages to meet the objectives of LINK in an efficient way. The total budget adds up to **EUR 2,466,583** with a requested grant to the budget of **EUR 1,997,042**.



LINK – Organisational Structure

## 3 Work Plan

### 3.1 Introduction

The key objective of this co-ordination action is to advance the European integration of policies and implementation with regard to an improved intermodal passenger travel. The structure of the LINK work plan has been fully adapted to meet this objective with a programme approach over 36 months. It includes a number of consistent activities focused on three distinct tasks. These tasks of exchange, knowledge transfer and promotion have been outlined in the call and are reflected in Ch. B 1. Each task will be tackled by a specific work area which is divided into several work packages. The three work areas are not carried out in isolation but are closely connected. The following part gives a brief overview of the structure and explains how it will lead the project to achieve its objectives. For more detailed overview of the specific work packages and their timing please refer to Ch. B 6.2. Chapter B 6.3 then gives a detailed description of each work package and its activities.

The LINK forum on intermodal passenger travel works in three parts, each fulfilling a different objective and characterised by a different approach and methodology:

#### A. Passenger Intermodality Network

The passenger intermodality network is the heart of the LINK forum. This is place for the actual exchange between the different stakeholders. The exchange of experience is vital to the development of intermodality, especially since the status quo and knowledge is rather diverse in the different countries and regions. The network is the meeting place of policy makers, authorities, operators, experts, researchers, interest groups, user groups and members of the European Commission in an effort to advance passenger intermodality with regard to the theme “*Connecting modes and people*”. The meeting will take place in different ways: A core activity will be the organisation of five European working groups that will work on solutions for a specific issue and develop practical recommendations. An international conference, the LINK Forum, will twice integrate the different working groups and provide a window to the outside world. An online community on the LINK website will integrate more stakeholders. To ensure that a broad range of viewpoints is included stakeholder consultation across Europe is an important LINK activity and will be carried out three times during the project (start, mid-term, final). As it is important to not only work on a European level but also at a national (or regional) level, the national focal points will each organise national events, such as small conferences, workshops or seminars. Overall there will be many opportunities for stakeholders to connect with the LINK forum with different levels of involvement.

#### B. Knowledge & Promotion Centre

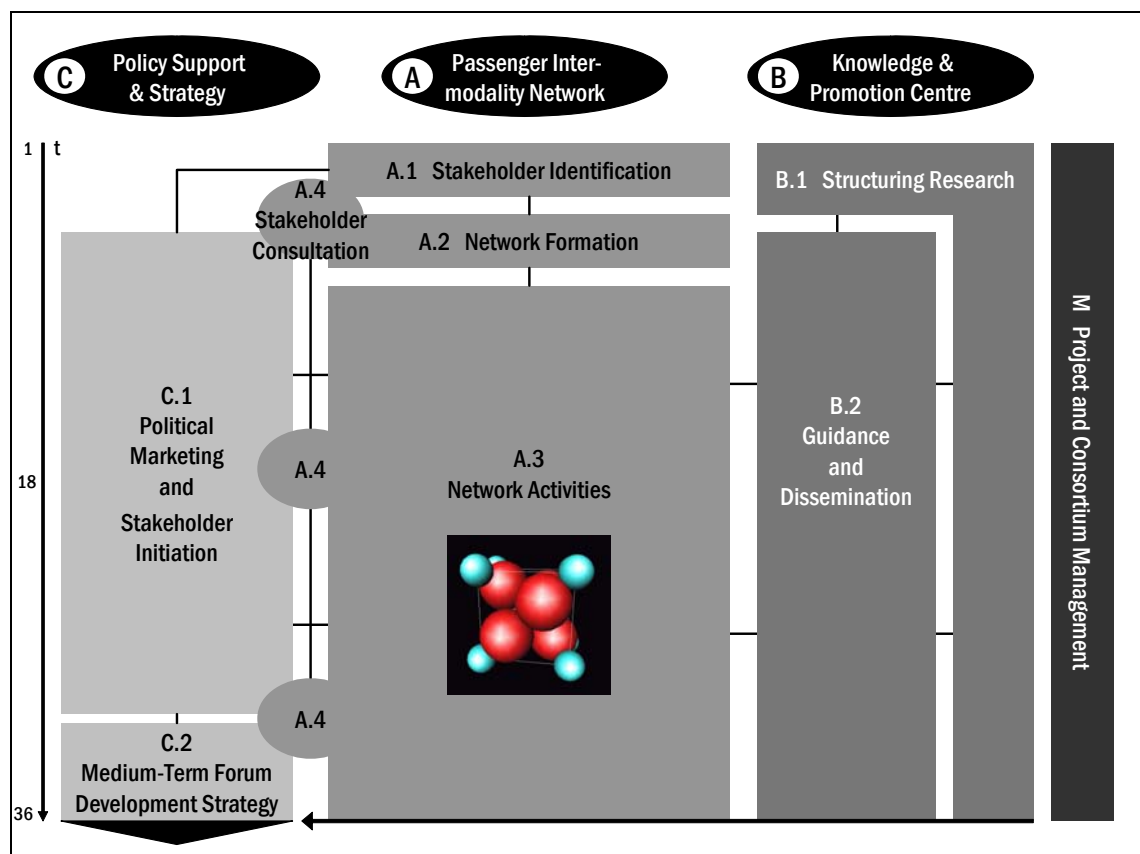
The knowledge and promotion centre can be considered as the brain of the LINK forum. The study “Towards Passenger Intermodality in the EU” has shown that a number of research and demonstration projects and good practices exist both on a European level and on a national level. The task for LINK is to collect and structure the existing and on-going research and good practises, extract the main results and recommendations and present it to the decision makers, practitioners and general public in a clear and concise way. The knowledge and promotion centre is divided into two activities. The first activity will monitor and structure research, identify success and failure factors and thus “produce intelligence”. This activity needs to be linked to existing information services, such as the EXTR@web, and key research, such as the parallel STREP project on the Knowledge Base for Intermodal Transport. The second activity will be the dissemination of knowledge. Here a best practise database, a virtual library and guidance will be provided along with proven communication tools such as a website, an electronic newsletter and a mailing list. The creation of a specific LINK

award which will be publicly presented at the second LINK Forum can foster public recognition of successful intermodal products and services.

### C. Policy Support & Strategy

It is clear that the promotion of intermodal passenger travel is a challenging task. Intermodal travel not only represents a small share of the passenger market, but also policies in support are often lacking. This consideration and the aim to develop a long-term, self-sustainable perspective for the forum have led the consortium to include a third distinct part of the LINK forum dedicated to the generation of policy support right from the start of the project. This on-going activity will gather the necessary political support from authorities and large stakeholder associations by creating an awareness of importance of such a network. During the LINK forum this activity will activate stakeholders to take part in the networking or make use of the knowledge centre (see above). It will establish close links with the national ministries and larger organisations such as OECD/ECMT, UIC, UITP, IATA, ATAG, PIARG, Eurocities, Cities for Cyclists, T&E, BEUC etc. Also, the task to initiate stakeholders, where adequate contacts or entities do not yet exist, falls into the responsibility of this work area. To integrate the policy view more visibly into the LINK forum a small Policy Advisory Board will be installed as a high-level group generating and supporting policy recommendations. Towards the end of the three-year project the task will be to draw up a medium-term forum development strategy that will lead the transition to a self-sustainable existence of the forum. This strategy will include the vision and activities, as well as organisational and financial models and a road-map to move from one status to the other.

The following overview shows the general structure of the LINK forum with its three parts and the division of work packages.



LINK – Overview of Project Structure

### Links between the Parts A, B and C

While obviously the work packages within a certain part of the project are connected it is necessary to also point out the linkages between the parts A, B and C of the project. The structure which has been established is useful for an understanding of the different tasks involved but it must be clear in which way these are interconnected. It is the task of the project management to ensure a smooth co-ordination of the three work domains.

#### *Passenger Intermodality Network (A) and Knowledge & Promotion Centre (B)*

In a first phase both activities start off separately with stakeholder identification and the preparation of network activities on one side and the structuring of research and preparation of dissemination tools on the other side. In the main phase both parts are interacting in two directions: the knowledge and guidance which is produced in the knowledge centre will feed into the networking activities (working groups, LINK Forum and national activities). The networking activities, here mainly the working groups, will identify practical solutions and produce recommendations that will help to improve the guidance and will be disseminated via the tools established in the promotion centre.

#### *Passenger Intermodality Network (A) and Policy Support & Strategy (C)*

In Part C the partners work to generate policy support and activate stakeholders. Through its networking with administrations and associations they will be able to tie more stakeholders to the LINK activities. The stakeholder consultations (as part of A) will provide valuable knowledge to improve the political marketing and its messages. Towards the end of the project the experience and outcome of the networking will help to define the medium-term strategy. The involvement of stakeholders in the network and hopefully positive experience will support the development of a self-sustained forum.

#### *Knowledge & Promotion Centre (B) and Policy Support & Strategy (C)*

The added-value of the guidance produced by the knowledge & promotion part of the project will be a strong argument to convince stakeholders of the benefit of intermodal travel solutions (and also of such a co-ordination action in order to generate medium-term support). The recommendations of the Policy Advisory Board will feed into the dissemination activities.

## 3.2 Work Planning

The LINK co-ordination action is carried out in 36 months and can be divided into three phases:

- In the **formation phase (months 1-6)** knowledge is structured and tools will be prepared to enable a smooth working of the forum in the coming months. The end of this phase is marked by some important deliverables and milestones: results of the initial stakeholder consultation, formation of the five working groups, report on the current research structure and launch of the LINK online portal and mailing list.
- The **activity phase (months 7-36)** is seeing the main part of the co-ordination activities, such as networking, dissemination and promotion. This is the core part of the LINK activities running until the end of the project.
- To close the project and prepare for the transformation of the forum into a self-sustained existence, a **prospect phase (months 29-36)** marks the final months of LINK. Here, the third and final stakeholder consultation will be carried out and the medium-term forum development strategy is drafted.

## Co-ordination activities

As set out in the introduction to the work plan, the LINK co-ordination activities are structured into three parts:

### A. Passenger Intermodality Network

### B. Knowledge & Promotion Centre

### C. Policy Support and Strategy

Each of these is broken down into several work packages which follow the logical phases of the project and constitute distinct parts of the work with a verifiable end-point in form of a milestone or deliverable. In this section the work packages are summarised.

#### A. Passenger Intermodality Network

##### **WP A.1 Stakeholder Identification (Month 1-3, 11,5 PM)**

To effectively start the networking it is crucial to identify the relevant stakeholders across Europe who have an interest in passenger intermodality and whose involvement is important for the success of the forum. The analysis will provide a good understanding of who will be participating and the roles played by the different actors within the transport sector. It is important to open the forum activities to all interested target groups that affect or are affected by the implementation of integrated intermodal transport solutions.

The work package will include a screening of stakeholders, an assessment of their interest and their potential role in the forum. This work will encourage stakeholders to participate in the networking activities of the forum.

Work package leader ETT is well-suited for the task, as it has, for example, organised the external validation of the study results in the previous study "Towards Passenger Intermodality in the EU". It will be supported by the different partners, who serve as national focal points in their country or region, in order to ensure a wide-spread representation.

##### **WP A.2 Network Formation (Month 3-6, 7,5 PM)**

After the initial stakeholder analysis, the second step in the preparation of the networking activities will include two activities: 1) five thematic working groups need to be set up and 2) the technical preparations for the communication tools, the interactive LINK website and the E-mail based mailing list are made. The working group themes are initially based on the key issues identified in the intermodality study and include the following aspects: passenger information and ticketing, networks and interchanges, integration of the last urban mile, planning and implementation and context conditions for intermodality. They will be further defined by the working groups with additional input provided by the first stakeholder consultation (cf. WP A.4).

For a fruitful discussion in the working group it will be essential that these are balanced both regarding the mix of stakeholders (i.e. administrations, operators, associations, researchers, and user representatives), the mix of modes and the regional spread. While the working groups are generally open for participation, their formation needs to be a controlled process due to the fore mentioned requirements. To keep the groups workable and also due to restricted budgets for the reimbursement of travel costs for the working group members, the size of the working groups will be limited to 10-15 persons each.

This work step is carried out and led by Rupprecht Consult. The technical support will be from partner FGM-AMOR, who has set up websites for several similar European projects (e.g. CIVITAS-GUARD and PORTAL).

**WP A.3 Network Activities (Month 6-36, 70 PM)**

After the preparations are complete the network activities, which form a core task in LINK are ready to start. The exchange of knowledge and promotion of co-operation to advance practical solutions in intermodal passenger travel will be the focus of five thematic working groups.

The working groups will identify success/failure factors and barriers with regard to their theme and develop practical solutions to enhance passenger intermodality for their chosen subject area. An international conference, the LINK Forum, will twice be the meeting point for the working groups and other stakeholders and will serve as an integration mechanism. To take the issues to the national level every national focal point will each host one or two national events (small conferences, seminars, workshops). Final outcome will be a strategy paper that integrates the different themes and has a clear focus on implementation.

Since this WP is a core activity of LINK all partners will be involved. The work is led by Rupprecht Consult, who is experienced in European co-ordination and networking actions. The working groups will be led by experienced core partners. The national focal points are responsible for the national activities and further partners, e.g. RATP, will give technical input to the working groups. Essential for the success will be to find the right balance of ambitious stakeholders to drive the co-ordination activities.

**WP A.4 Stakeholder Consultation (Month 1–6, Month 16-19, Month 29-32, 10 PM)**

The working group participation can only be limited but LINK shall achieve a much wider participation. Stakeholder consultation is therefore a valid mechanism to develop a policy dialogue between the LINK team, the involved stakeholders and the EC. It secures an open participation, gives additional input, adds transparency to the networking process and contributes to policy support.

Stakeholder consultation takes place three times during the course of the project: 1) an initial consultation to develop the key issues and the working group themes, 2) a mid-term review on the forum progress and 3) a final consultation to provide an assessment of recommendations and raise support for the continuation of the Forum.

The consultation will be designed in a common format that will take the Commission standards (COM (2002)704) into account. ETT will be in charge of the consultation process with assistance by ILS NRW and SenterNovem. This activity has strong links with WP A.3 (Network activities) and C.1 (Political marketing and stakeholder initiation).

**B. Knowledge & Promotion Centre****WP B.1 Structuring Research (Month 1-36, 20 PM)**

Central objective of this work package is the structuring of completed and on-going research on intermodal passenger travel and its components on a European and national level. After an initial report based on an update of the state-of-the-art of the study “Towards Passenger Intermodality in the EU” the continuing monitoring of relevant research will be an ongoing task. While no own research is being carried out, the aim will be to better extract the success and failure factors, the barriers and solutions to feed them into the networking activities (WP A.3) and the guidance and dissemination (WP B.2).

A further task will be to analyse research gaps and define the need for further research. This WP will also make the link to the STREP project on the knowledge base for intermodal travel and existing knowledge tools such as Extr@web.

This WP will be carried out by the research institutes among the core partners (VTI, ILS NRW, SenterNovem) and led by the Swedish institute VTI. The involvement of Mobiel 21 as work package leader for dissemination (WP B.2) ensures a smooth link between the knowledge production and knowledge transfer.

#### **WP B.2 Guidance and Dissemination (Month 4-36, 49 PM)**

In this work package the collection, analysis and dissemination of best practices, experience and knowledge on passenger intermodality to stakeholders in Europe in order to optimise the development and implementation of (trans-)national solutions for passenger intermodality is the main objective. For this end the involved partners take up the progress from the networking activities, the collection of best practices by the national focal points and the research extracts from WP B.1 and disseminate them through various channels.

Among the products will a best practices database, a virtual library and a guidance brochure. A mailing list and electronic newsletter will spread the message. A LINK award which will be awarded to an outstanding achievement in intermodal passenger travel at the LINK forum will enhance the visibility of the intermodal issue.

This activity will be led by the Belgian consultant Mobiel 21 (former Langzaam Verkeer) which has been part of dissemination in many European and national projects. FGM-AMOR will be responsible for the website and technical support. All national focal points contribute to the collection of information.

### **C. Policy Support and Strategy**

#### **WP C.1 Political Marketing and Stakeholder Initiation (Month 4-30, 16,5 PM)**

The creation of awareness and generation of policy support is a necessary task, which must be a continuous effort. Activating important stakeholders and integrating them into the LINK activities is essential for the success and long-term development of the forum. Also, it is needed to initiate stakeholders in those regions and countries where the contacts and active entities do not yet exist with regard to passenger intermodality. The task will be started after the initial stakeholder analysis in WP A.1 with the development of a marketing strategy. One task will be the set up of a Policy Advisory Group, which will be established with six stakeholder representatives to advise the forum in the network formation and develop political recommendations for necessary policy development.

The work package will be co-ordinated by SenterNovem, the Dutch innovation agency which has a policy focus in all their work and also works in a country where intermodality has strong policy support already. The task will be supported by ILS NRW and the different national focal points who will do some marketing in their respective countries.

#### **WP C.2 Medium-Term Forum Development Strategy (Month 29-36, 7 PM)**

As a final step of the LINK project a medium-term forum development strategy shall be developed that enables a smooth transition of the forum from a fully EU-funded innovation to a self-sustained existence supported by the main stakeholders. Such a strategy must include a vision statement about objectives and activities (with a five-year horizon), a feasible organisational and financial model and a road map to guide the process to the desired *modus operandi*.

The strategy will be developed in close co-operation with the stakeholders involved in the forum up to that stage. A questionnaire, a workshop and a broad discussion at the final working group meetings will aid the work on this strategy which must rely on the policy support generated by the successful work of the forum in the three years.

The development of the forum strategy will be co-ordinated by Babtie, who has experience with business plans as part of their daily consulting business. The work is supported by some of the LINK core partners.

## **Consortium Management activities**

### **WP M Project and Consortium Management (Month 1-36, 18 PM)**

Project management will concentrate on the internal co-ordination issues of the LINK forum from the beginning to the end. It has the task to monitor and steer the project in terms of scope, resources, timing and budget, in order to achieve the objectives set out for the LINK forum. Project management includes progress monitoring and reporting, quality assurance, risk management, intellectual property issues and promotion of gender equality. The administrative co-ordination includes the financial, contractual and legal matters of the project.

The project management will be steered by a management committee which is formed by the co-ordinator, ILS NRW, and the six work package leaders (Babtie, ETT, Mobiel 21, Rupprecht Consult, SenterNovem, VTI). It will meet every half year and discuss and decide the general procedures. The day-to-day technical and administrative management of the project will be in the hands of the co-ordinator.

The following Gantt chart gives an overview of the timing of the different work packages, deliverables and milestones.

LINK - Time Schedule																																					
	Year 1												Year 2												Year 3												
Work Package	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	
WP A.1																																					WP A.1
WP A.2																																					WP A.2
WP A.3							⊙							⊙							⊙						⊙								⊙		WP A.3
WP A.4				⌘												⌘														⌘							WP A.4
WP B.1																																					WP B.1
WP B.2																																					WP B.2
WP C.1					P									P													P										WP C.1
WP C.2																																					WP C.2
WP M	M						M							M							M							M							M		WP M
Deliverables			1-2		3	4-6		7-8						9	10-11			12	13			14							15-16	17	18	19	20		21	22-25	Deliverables
Milestones	1		2	3	4-5	6	7-9							10-13			14	15			16-17						18-21	22	23		24				25-26		Milestones

⊙ = Working group meeting

⊙ = LINK Forum Conference (with working groups)

⌘ = Publication of Consultation

P = Policy Advisory Board meeting

M = Management Committee meeting

LINK – Work Planning and Timing

## ANNEX Letters of Intent of Stakeholders

No.	Organisation	Type	Country
1	ATAG Air Transport Action Group	Association	International
2	Cities for Cyclists	City Network	International
3	Bundesministerium für Verkehr, Innovation und Technologie	National Ministry	Austria
4	De Lijn, Mechelen	Public Transport Operator	Belgium
5	Lanarca Municipality	Local Authority	Cyprus
6	Planning Bureau, Nicosia	National Agency	Cyprus
7	Certu, Lyon	Research Institute	France
8	MTI Mission des Transports Intelligent, Ministère des Transports de l'Équipement du Tourisme et de la Mer	National Ministry	France
9	Der Senator für Bau, Umwelt und Verkehr, Bremen	Local Authority	Germany
10	Deutsche Bahn AG (DB)	Rail Operator	Germany
11	DB Rent GmbH, Frankfurt	Mobility System Provider	Germany
12	Fraport AG, Frankfurt	Airport Operator	Germany
13	Ministerium für Bauen und Verkehr des Landes Nordrhein-Westfalen, Düsseldorf	State Ministry	Germany
14	STRATA GmbH, Karlsruhe	Consultant	Germany
15	Universität Karlsruhe (TH), Institut für Verkehrswesen, Karlsruhe	University	Germany
16	BKSZ Budapest Transport Association	Public Transport Association	Hungary
17	Rafi Melzer, Tel Aviv	Consultant	Israel
18	ECORYS – AVM, Amsterdam	Consultant	Netherlands
19	HTM, Den Haag	Public Transport Operator	Netherlands
20	City of Gdansk	Local Authority	Poland
21	STCP, Porto	Public Transport Operator	Portugal
22	Ministry of Education and Research	National Ministry	Romania
23	University "Politehnica" of Bucharest, Faculty of Transport Engineering	University	Romania
24	VUD a.s., Transport Research Institute, Zilina	Research Institute	Slovakia
25	ALSA, Madrid	Public Transport Operator	Spain
26	ALSTOM, Madrid	Transport Industry	Spain
27	Consortio Regional de Transportes de Madrid	Public Transport Authority	Spain
28	CTL Fundacion Centro Tecnológico en Logística Integral Calabria, Santander	Regional Agency	Spain
29	CC.OO. Federación de Comunicación y Transporte, Madrid	Trade Union	Spain
30	Fenebus, Madrid	Public Transport Operator	Spain
31	Generalitat Valenciana, Valencia	Regional Authority	Spain
32	TRANSyT, Polytechnical University Madrid	University	Spain
33	Stationsradet, Stockholm	Passenger Association	Sweden
34	are Federal Office for Spatial Development	National Agency	Switzerland
35	IG Velo	Cycling Association	Switzerland
36	Mobility Car Sharing, Luzern	Car Sharing Operator	Switzerland
37	Unique (Flughafen Zürich AG), Zürich	Airport Operator	Switzerland
38	Kanton Zürich, Amt für Verkehr	Local Authority	Switzerland
39	Ankerbold International Ltd., Nallsworth	Consultant	United Kingdom